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gestive. In summing up his arguments in favor of a radical change in the American Banking Law, Mr. Eckardt points out twenty-five advantages which the Canadian, English, and French Branch Bank System has over the American Single Bank System. A few of these will indicate the nature of the argument. The Branch Bank System would provide an effective method of checking and preventing fraud; it would reduce the number of bank failures; it would reduce the expense of conducting banking business; it would reduce the number of financial panics; it would extend good banking facilities to small villages and country communities; it would improve the borrowing facilities extended to large manufacturing and mercantile houses; it would facilitate the movement of crops; it would satisfactorily solve the currency question; it would lessen Wall Street's domination over other parts of the country; it would insure a large measure of banking publicity; and it would improve the international standing of the United States.

THE PRINCIPLES OF SCIENTIFIC MANAGEMENT. By FREDERICK WINSLOW TAYLOR. New York and London: Harper & Brothers, 1911.

Things are moving rapidly these days, and one uncanny evidence of the speed of the times is the way an innocent word or phrase in the course of a few months or years acquires significance. The simple description of a method or a mode of activity becomes by sheer repetition a "world movement," a "platform of social reform," a "philosophy of life." We have watched the careers of "strenuous," "social maladjustment," "social service," "vocational," "conservation," in their meteoric flight through the popular vocabulary. We confess to an hysterical tendency to break into tears when we are told that the "industries have left the homes and that women have followed them into the factories." It would seem that as a people we have so little originality of thought or power of articulation that we grasp as drowning men at straw phrases and, finding they give no support, drag them down to the murky depths of platitude. This may happen to "scientific management," and it would be a pity, for among the various tendencies of thought and action which the phrase comprehends lies perhaps the solution of our greatest industrial and administrative difficulties. In the radical changes which an application of its doctrines may bring about we foresee an industrial revolution even more far-reaching in its social and political consequences than that upheaval in the late eighteenth century which drove the unfortunate industries "out of the home." The theory and practice of scientific management may not be attributed entirely to the genius of Mr. Frederick W. Taylor. The *Zeitgeist* has ably abetted Mr. Taylor in bringing to successful completion tasks that dwarf the accomplishments of most able men. A study of Mr. Taylor's life and methods of work is still the best example we have of real scientific management. Mr. Taylor's little book on the *Principles of Scientific Management* is the best general expression we have of what purports to be the new principle of industrial organization, and what an increasing number of hard-headed business men and academic "visionaries" believe to be the promise of a new industrial life. The "principles" are few and simple; the industrial revolution that will ensue, and is ensuing, as they are being applied, is not only an increase of output, of wealth, and of wages, but a revolution in the attitude of the workman to his work, to his employer, and to the whole industrial world;

a revolution in the attitude of the employer to his workman, to his wealth, and to his relation to society. The formulæ for these changes are four in number: first, the development of a truly scientific method for each operation in each trade; second, the scientific selection of workmen for each operation; third, the scientific education and development of the workman in his trade; fourth, the intimate and friendly co-operation between management and men. The results of applying these principles sound like the pipe-dreams of an optimist. Schmidt, the pig-iron handler of Bethlehem, who in intelligence was but one long step ahead of a high-grade baboon, under scientific management increased his capacity to load pig-iron from twelve and one-half tons to forty-seven and one-half tons per day. Science applied to brick-laying increased the output from 120 to 350 bricks an hour; thirty-five girls could "scientifically" inspect the same number of ball-bearings that 120 had inspected under rule-of-thumb or "soldiering" methods, working eight and one-half hours instead of ten and one-half hours. Increased output, lower prices, higher wages, and a shorter working-day have everywhere followed the systematic introduction of Mr. Taylor's system. It would seem at the outset to realize the demands of organized labor, of progressive industrial interests, and the vision of the "friend of humanity."

But scientific management is as yet an experiment; the greatest in the industrial world since the days of Watt, Arkwright, Crompton, and Telford. Alarmists are crying out about the "machine man," the loss of initiative to the individual workman. Mr. Gompers has a gnawing suspicion that it "presents old systems of force-work, tyrannical supervision, and sweating under the guise of new terms." "The object of the system," according to the *Federationist*, "is to transform every factory into an industrial speedway." In the controversy that is raging for and against the principles of scientific management one fact stands out very clearly. Before we attempt to gear the human machine any higher we must institute a very vigorous educational campaign as to the end and aim of human productivity, a campaign which Mr. Taylor has opened and which should find enrolled the best citizens of the Republic.